

10. **Educational Coordinator:** The Educational Coordinator advises the administration on matters related to education; acts as liaison to the Department of Education, school districts and courts in educational matters; and maintains a system for case consultation with field elements with regard to special education cases, coding issues and identification of resources.
11. **Investigations:** The Investigator performs liaison functions with law enforcement agencies, licensing agencies, and other public or private agencies as related to the investigation of institutional complaints. This person is responsible for coordinating and/or conducting investigations of reported child abuse or neglect in New Hampshire placement facilities, as well as conducting internal investigation, as directed.

II. Bureau of Administrative Services

The Bureau of Administrative Services has the responsibility for assisting in organizing DCYS to meet the challenge of developing a plan for statewide services to children and youth and the administrative structure which will enable it to provide for the many varied activities within DCYS and its Bureaus. Additionally, this Bureau assists in assuring that there is compliance with all applicable Federal Regulations and state statutes. The Bureau is organized into two units Policy and Planning and Children's Information System.

1. **Policy and Planning Unit:** The Policy and Planning Unit prepares plans which contain the policy decisions necessary to implement the Division's long range program objectives; reviews, develops, and comments on proposed legislation as it applies to the Division and its interests; supervises and participates in the formulation of the Division's policies to implement rules established in accordance with New Hampshire's Administrative Procedures Act (APA); schedules and conducts public hearings and forums relating to goals and policies as they impact upon clients and the general public; maintains a library of State and Federal statutes, rules, regulations, and standards as well as other Departmental policy manuals for use within the Division; analyzes the Federal Register and other official publications for material pertinent to DCYS programs and/or plans and tracks existing federal projects and grants; ensures program performance and compliance with federal and state mandates; prepares and distributes procedures and other informational data as well as correspondence which is often extremely time-sensitive.

This Unit also has the responsibility to schedule, conduct, and/or participate in public hearings and forums related to the Department's Consolidated Plan and other plans, programs, or legislation promoted or endorsed by DCYS; and prepares, coordinates, and presents proposed rules and rule amendments to the Joint Committee on Administrative Rules in accordance with the New Hampshire Administrative Procedures Act (APA).

2. **Children's Information System (CIS) Unit:** The Children's Information System Unit is responsible for all systems-related activities which include new system design and development, user communications, system implementation and troubleshooting, coordination of system programming and implementation with the Offices of Management Information Systems and Data Processing within the Division of Human Services, coordination and dissemination of systems information to field staff and other appropriate state and private agencies, designing, controlling production and distribution of automated reports, providing system specific training within DCYS and submits data for the departmental management brief, and operates in-house computers which are used for Division-specific data.

The Unit also operates the payment system for authorized ancillary services. The Unit coordinates with providers, social workers/case managers, and the various counties to assure timely and accurate payments for services provided to children and their families.

III. Bureau of Children

The Bureau of Children is the organizational unit in DCYS responsible for authorizing and delivering services to families and children who are abused and/or neglected, in need of services, or who have committed delinquent offenses.

a. Organization and Positions

The Bureau is led by a Bureau Administrator who provides overall leadership for the development, implementation and operation of all Bureau programs. The Bureau Administrator supervises a staff of administrators responsible for program operations, management operations and field operations. The Program Operations Administrators are responsible for providing leadership to and supervision of program development specialists for program training assessment, planning, implementation and review, and includes such activities as field staff program guidance, training and program policy development. The Management Operations Administrator is responsible for policy development (especially as it affects other federal, state and bureau service delivery systems for program changes), the operation of the Child Abuse Central Registry, the operation of the Bureau's budget and the licensing of child placing agencies. The Field Operations Administrator provides leadership to field staff by supervising four Area Administrators and the Interstate Compact Program Specialist. The Administrator is responsible with Area Administrators for the hiring of all field service personnel, the inquiry (complaints) system, program case reviews and audits, workload analysis and case reviews of difficult cases. The Area Administrators, supervised by the Field Operations

OFFICIAL

Supervisor, are responsible for supervising and hiring the area juvenile services and district office supervisors, managing the budget for their area and the delivery of juvenile and child welfare services in their areas. Area supervisors are specifically responsible for supervising Adoption, Foster Care Recruiting and Licensing Staff, Child Abuse/Neglect Intake Staffs and Area Office Social Worker Staffs (when positions become available). Juvenile services supervisors are responsible for supervising juvenile services officers who deliver services to children in need of supervision and juvenile delinquents. Child welfare supervisors are responsible for supervising social workers who deliver services to abused/neglected children.

b. Programs and Functions

1. **Juveniles:** The Bureau operates the following juvenile programs and/or carries out the following functions for delinquents and children in need of supervision. The programs and functions are: diversion, pre-dispositional investigations, conditional release, counseling and treatment, and placement.
 - a) A juvenile services officer or police officer who takes a child into custody may dispose of the case without court ~~referral~~ by referring the child to a court approved diversion program and after an initial appearance (hearing) the court may, with the consent of the child, dispose of the petition by ordering the child to participate in an approved court diversion program. The objectives of this program are:
 - 1) Respond to the child and family's problems before they become more serious by providing counseling and treatment services.
 - 2) Eliminate unnecessary work by the courts and juvenile services officers allowing them to concentrate on more serious cases.
 - 3) Prevent inappropriate placements out-of-the-home by attempting to solve the child and family's problems before a placement is necessary.
2. **Pre-Dispositional Investigations:** This is a function juvenile services officers perform for the court prior to the dispositional hearing. The investigation is a study of a child and family resulting in a written report consisting of, but not limited to, the child's home conditions, school record and mental, physical, and social history of the child. The purpose of the investigation is to give the court sufficient information in determining an appropriate disposition for the child.

3. **Conditional Release:** The Conditional Release Program is the monitoring of the child's progress or regression in meeting requirements of the court's order after an adjudicatory hearing. The juvenile services officer arranges for services to be provided to the child and/or parents in order to correct the juvenile's problems. If the child does not meet the conditions described in the court order, the juvenile services officer must report the violation to the court for appropriate action.
4. **Counseling and Treatment:** Juveniles who have emotional, psychological, or psychiatric problems, can be helped through counseling and treatment programs authorized by the juvenile services officers after a court dispositional hearing. The purpose of this program is to help the juvenile cope constructively with adolescent development problems, to identify and respond to problems caused by perhaps prior years of abuse or lack of adequate family care and/or supervision. Counseling and treatment is used to re-integrate the child into the family if a child has been removed from his or her home.
5. **Placement:** When a court finds a child in need of services or finds a minor is delinquent, a child may be placed out-of-their-home into a foster home, group home, institution or other facility or committed to the Youth Development Center if there is a finding of delinquency. Children are placed out of their homes through a court order. The purpose of placement is to help the child and family resolve problems which made it impossible for the child to remain at home. The placement for an adjudicated juvenile delinquent may be made at a detention facility to protect the public from the child's acts of bodily injury or property damage.

c. Child Welfare

The Bureau operates the following child welfare programs and/or carries out the following functions for abused and neglected children. The programs and functions are: intake, central registry, assessment, family services, and placement.

1. **Intake:** When the public or professionals feel a child may be abused or neglected, DCYS usually receives a phone call reporting the circumstances. It is the purpose of intake to sort out what is not abuse or neglect or likely is abuse or neglect requiring an assessment of the child's condition and the functioning of the family. If it is not abuse or neglect, intake staff will refer the caller to an appropriate community or state agency.

SEP 29 1989

TN# 89-14
Supersedes
TN#

Approved SEP 29 1989

Effective Date 07/01/85

2. **Central Registry:** The central registry is a repository of founded and unfounded reports of abuse and neglect. A file of perpetrators (individuals who have been notified of a founded report and been given due process) is maintained and used for child abuse investigations when individuals apply for day care, foster care, adoption, group home and child placing agency licenses as defined in law.
3. **Assessment:** An assessment is a factual evaluation of the child's condition and the family's functioning to determine if a child is being abused or neglected. An assessment is done when DCYS believes and there is sufficient reason to believe abuse or neglect of a child may have occurred.
4. **Family Services Program:** The family services program is intended to intervene in a family's life because a child has been abused/neglected or is very likely to be abused/neglected without intervention. Through this program families are encouraged to recognize and correct those behaviors which lead to abuse and neglect. A variety of services are used in this program to change the dysfunctional family behavior. Services may include: individual and family counseling, family based services, drug and alcohol treatment and rehabilitation, adult education, parenting classes, employment and training services, etc. Families with children at home as well as families where a child has been removed are served by this program.
5. **Placement:** When a child cannot remain safely in his or her own home, an out of home court-ordered placement is necessary to ensure the child's safety and to allow sufficient time for families to correct their dysfunctional behavior. Children must be prepared for this traumatic experience and appropriate placement must be found for the child.

d. Juvenile and Child Welfare

The Bureau operates the following programs and/or carries out the following function for both juvenile and child welfare populations. The programs and functions are: foster care recruitment and training, licensing, adoption, Interstate Compact, Teen Independent Living, administrative reviews, and Termination of Parental Rights Proceedings.

OFFICIAL

1. **Foster Care Recruitment, Training and Licensing:** DCYS maintains an on-going effort to recruit, train and license individuals who want to care for children who are adjudicated juveniles and who have been abused or neglected. Through this program, DCYS attempts to establish a group of foster parents who can meet the child's individual needs in a family setting. Foster parents are licensed only after they are prepared through training to know their own limitations and capabilities, to know how to respond to a child's behavior and how to work with DCYS staff and community agencies. Once trained and licensed, foster parents can be part of the professional team meeting the child's needs.
2. **Adoption:** Adoption offers a permanent alternative home to a child who cannot return home because the parents have not and will not correct their abusive behavior or have abandoned their responsibility to care and supervise a child. Through the adoption program adoptive parents are recruited and prepared for caring for a child who may have suffered abuse, neglect, lack of care and love, or may have physical, emotional or other significant problems. Adoption offers a child the stability and care of adults through the formative years of childhood. Children are prepared for this major change and are encouraged to participate in the process of moving, often times, from a foster home to an adoptive home.
3. **Interstate Compact:** This program recognizes that families move frequently from state to state and states must work cooperatively to meet family needs. Through the Interstate Compact, children are protected from inappropriate placements, illegal adoptions or unauthorized transport to another state. Through the Interstate Compact, states can request the return of "runaways", the detention and return of juveniles, the studies of foster and adoptive homes, Medicaid, Title XX Social Services, and other services. The Interstate Compact recognizes the sovereignty of each state but makes it possible to serve families and/or children when they leave their home state.
4. **Teen Independent Living:** Older children who are in the state's care until the age of 18 must be prepared to carry out adult functions when they leave the state's care. The Teen Independent Living Program provides practical information through DCYS and community services to meet the unique needs of children about to leave the State's care. Through this program children will learn practical skills such as balancing a check book, purchasing a car or negotiating a lease for an apartment. Other children may be helped by preparing them for post-secondary education, applying for employment or the armed forces. All children are offered help in developing good work habits, coping with frustration and failure, problem solving, use of community resources and responsibility of adult relationships. Through a variety of services, this program helps children make the transition to adulthood as smooth as possible.

OFFICIAL

5. **Administrative Reviews:** Children who are placed out-of-their-homes in the DCYS' care must have their case reviewed periodically by an individual who does not have direct control and responsibility for the child. Every 6 months an administrative or court review must take place to ensure no child is allowed to "drift" in the foster care system. The purposes of the administrative review are to ensure progress is being made in achieving the case plan, to identify changes in the case plan if necessary and to have all individuals (parents, therapists, foster parents, attorneys and other professionals) associated with the case review confirm the case plan is still in the child's best interest.
6. **Termination of Parental Rights Proceedings:** Children whose natural parents have abused, neglected or abandoned them can not be returned home if the parents do not demonstrate they can now care for their children. If the parents show no willingness or capability to correct their problems, it may be necessary to petition the probate court for Termination of Parental Rights. The termination proceeding is an adversarial legal proceeding which reviews the parents efforts to care for their child. If it can be demonstrated beyond a reasonable doubt the parents cannot care for their child, the court will terminate the parents legal rights to their child. The purpose of this proceeding is to legally free the child so a permanent alternative home can be planned for the child. Without this legal option, children could be caught in a temporary status throughout their childhood by not being able to return to their parents and not having a permanent alternative home which can be provided through adoption.

IV. Bureau of Community Services

The Bureau of Community Services is responsible for the development of programs which meet the needs of the Division as defined by a needs assessment and to certify programs meeting treatment and structural criteria as suitable for youths. In the certification of programs, the Bureau is mandated to ensure that quality and performance standards are developed and maintained.

Additional duties and responsibilities of the Bureau are the incorporation of prevention and early intervention components into the Division; the coordination and networking of existing resources; development of an alliance of school, social services, police, and community resource person and act as a liaison between the Division and the community; plus creation of a statewide directory of available resources for access by district office staff.

TN# 89-14
Supersedes
TN# _____

Approved SEP 29 1989

Effective Date 07/01/85

OFFICE

V. Bureau of Residential Services

The Bureau of Residential Services operates a juvenile correctional institution, a juvenile detention unit, a short-term inpatient psychiatric ward for the stabilization of youth and inpatient evaluations, a long-term inpatient psychiatric ward for the treatment of psychiatric disorders, a community residential center for boys and a residential special education program for the emotionally disturbed. Juvenile parole services are provided as an aftercare component of the correctional institution's program. In addition, the Bureau of Residential Services manages the contract for the Camp E-TOH-ANEE program operated under contract with the Division for Children and Youth Services by Eckerd Family Youth Alternatives, Inc., a residential treatment program for girls operated under contract by Odyssey House, Inc., and a shelter care facility for girls operated under contract with Lutheran Child and Family Services of New Hampshire.

TN# 89-14
Supersedes
TN# _____

Approved SEP 29 1989

Effective Date 07/01/85